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Integrity - Service - Excellence

Performance Based Services Acquisition Multi-Functional Teams



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POC: Don Miller

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Overview



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- **Objectives**
- **Role of the Multi-Functional Team (MFT)**
- **Performance management duties and responsibilities of MFTs**
- **Summary**
- **References**



Objectives



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- **Identify role of the MFT through the lifecycle of an acquisition planning/award process**
- **Identify performance management duties and responsibilities of the MFT**



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Role of the Multi-Functional Team (MFT)



- **AFI 63-124 applies to Services contracts valued over \$100K annually**
- **MFTs are formed IAW AFI 63-124 for the creation and management of services contracts**



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Role of the Multi-Functional Team (MFT)



■ **What is the purpose of the MFT**

- Create an environment that shapes and executes an acquisition
 - Acquisition strategy and planning, market research, solicitation development, source selection
 - Emphasis on teamwork, trust, common sense, and agility
- Plans and manages service contracts throughout the life of the requirement
 - Administration, performance assessment, metrics validation



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Role of the Multi-Functional Team (MFT)

■ **What is a MFT?**

- Customer-focused team instituted under authority of senior leadership
- Composed of stakeholders responsible for a service acquisition
- Responsible for the acquisition throughout life of requirement
- Includes contractor as part of team after award



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Role of the Multi-Functional Team (MFT)



■ **Duties and responsibilities of the MFT**

- Foster partnerships with industry
- Provide support to senior leadership
- Researching commercial market for best-practices
- Developing, implementing, and executing a performance-based acquisition strategy
- Managing risk
- Developing, implementing, and executing a source selection
- Planning, programming, and budgeting adequate funds
- Developing, implementing, and managing acquisition milestones



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Role of the Multi-Functional Team (MFT)



■ Duties and responsibilities of the MFT (cont.)

- Completing/reporting annual performance reviews IAW MOASP
- Identifying improvement opportunities
- Assessing/managing contractor performance data (CPARS)
- Developing, implementing, and executing performance measurement and management IAW the performance plan
- Ensuring requiring office & contractor understand unique programs impacting acquisition
- Approving deviations to PBSA documents or formats
- Recommend changes to the performance plan



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Role of the Multi-Functional Team (MFT)



■ **Roles of Contracting Squadron Commander (CSC)**

- Establishes/ensures formation of the MFT
- Ensures right mixture of functional expertise
- Fosters environment that shapes and executes an acquisition
- Serves as Business Advisor to senior leadership
- Provides insight on health of services acquisitions to senior leadership
- Ensures MFT exercises acquisition authorities and responsibilities IAW FAR as supplemented



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Role of the Multi-Functional Team (MFT)



■ **Roles of Functional Commander/Functional Director (FC/FD)**

- Identifies mission essential services
- Assigns functional experts/QA personnel to the MFT
- Ensures assigned personnel are competent in subject matter
- Ensures assigned personnel are available as required
- Reviews contractor performance documentation



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Role of the Multi-Functional Team (MFT)



■ **Roles of Functional Personnel**

- Maintains functional knowledge
- Meet continuing education requirements
- Provide functional continuity and stability



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Role of the Multi-Functional Team (MFT)



■ **How is the organizational structure of a MFT determined?**

- A MFT may be formed for a single acquisition or to support major customer's requirements
- MFTs may be centralized for regional, MAJCOM or combined MAJCOM acquisitions



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Role of the Multi-Functional Team (MFT)

■ **How is team membership determined?**

- MFT contains needed resources with the authority and responsibility to effect procurement from inception through follow-on contracts
- Includes cross-functional support/skill-mix required to meet requirements of functions associated with the acquisition(s)
- Team membership may constitute:
 - Few members such as the Program Mgr, CO, CA, and QAP for simple acquisitions
 - Many members from many base organizations for complex multi-functional acquisitions i.e., FC/FD, CO, CA, QAP, Safety, Finance, Legal, TRANS, SFS, other offices as necessary, and Contractor



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Role of the Multi-Functional Team (MFT)



- **What if the MFT needs assistance from outside agencies?**
 - Other functional experts maybe called upon to research issues
 - DFAS, DCMA, DCAA and MO are typical examples
 - Membership in the team depends on nature, complexity, and specific circumstances surrounding an acquisition



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Role of the Multi-Functional Team (MFT)



■ **How does the MFT membership interact?**

- MFT determines how it will function as a group (OPRs, action items, administrative duties, etc.)
- Team will define roles and responsibilities of the members
- AFI 63-124 does not designate an office or person as the leader of the team
- Recommend writing a charter outlining member's responsibilities



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Performance Management Duties & Responsibilities



■ **Performance Management roles and responsibilities of the MFT**

- Prior to AFI 63-124, Contracting and functional experts worked independently to acquire a service
- Under AFI 63-124, all interested parties follow an acquisition throughout its life cycle including:
 - Formation of business and acquisition strategy
 - Market research,
 - Acquisition planning
 - Solicitation development
 - Contract award
 - Performance management



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Performance Management Duties & Responsibilities



■ **Business/Acquisition Strategy Development phase**

- MFT outlines innovative solutions promoting best value decisions
- Strategy development must take place ASAP after identification of a requirement
- Team membership is formalized, roles & responsibilities defined



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Performance Management Duties & Responsibilities



■ **Market Research phase**

- Team members exchange information with industry to determine:
 - Whether a requirement meets the definition of a commercial service
 - How the commercial world does business to identify (and benchmark) commercial practices



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Performance Management Duties & Responsibilities



■ **Acquisition Planning phase**

- Acquisition Planning where the MFT uses a coordinated and integrated plan for fulfilling the requirement
 - Purpose to award in a timely manner at a fair and reasonable cost
- Contracting, fiscal, legal, and technical personnel assigned tasks
- Acquisition milestones developed



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Performance Management Duties & Responsibilities



■ **Solicitation Development phase**

- MFT responsible for developing a complete Performance Work Statement (PWS) that:
 - Clearly defines requirement in performance-based language
 - Has meaningful and measurable performance thresholds
- MFT responsible for developing Performance Plan
 - Prescribes contract objective, goals of MFT, identifies MFT roles/responsibilities, assessment and management methods



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Performance Management Duties & Responsibilities



■ **Contract Award phase**

- MFT organizes and manages the source selection and obtains required reviews/clearance approvals
 - Technical reviews
 - Past performance confidence assessments
 - Cost/price analysis
 - Source selection documentation
 - Legal reviews
 - Source Selection Authority approval
 - Clearances



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Performance Management Duties & Responsibilities



■ **Contract Performance Management phase**

- MFT administers and manages contract to include:
 - Analyzing contractor metrics and submittals
 - Documenting past performance information
 - Briefing CSC
 - Partnering with contractor



Summary



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- **Multi-Functional Teams are established to plan and manage services contracts throughout the life of the requirement**
- **Members work together to conduct market research, define the requirement, structure the contract, and establish quality/surveillance approaches**
- **Team is responsible for acquisition planning, development, and performance management for new and follow-on contracts**
- **MFT builds acquisition strategy, PR package and solicitation, and executes performance management**
- **Contractor input should be encouraged throughout process**



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Additional References



- **AFI 63-124, Performance-Based Services Acquisitions (PBSA)**
- **SAF/AQC Contracting Website, AFFARS Library, PBSA Training, “Seven Steps to Performance-Based Services Acquisition,” at <http://www.arnet.gov/Library/OFPP/Best Practices/pbsc/index.html>**
- **Quality Assurance Program Coordinator Study Guide/Workbook, Block I, Unit 4**